



The Universities Project of the Salzburg Seminar Visiting Advisors Program

Report of the Visit to the University of Wroclaw, Poland November 3 – 7, 2003

Team members:

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I. Introduction

This visit to the University of Wroclaw (hereafter also referred to as the “University”) was the second by a team from the Visiting Advisors Program of the Salzburg Seminar. The “favorable coincidences” contributing to the continuity between the first visit in April 1999 and this one in 2004 included the presence of Dr. Jan Sadlak as team leader on both occasions and of Professor Zdzislaw Latajka, who was Vice Rector for Research and International Relations and directly involved in the organization of the first visit, and who now leads the University as its Rector.

Among the objectives of this second visit, the team inquired as to which, if any, of the recommendations made in 1999 were adopted and how they were implemented. It was learned that in the University elections immediately following the first visit, a leadership team who was not particularly interested in the findings and recommendations formulated in the first report came into office. The current Rector and his colleagues have now returned to that report and invited this second team in hopes of picking up the threads of reform begun in 1999. Due to these circumstances, this “follow-up” visit by the Visiting Team had many of the elements of a first visit, since there were few recommendations and outcomes directly related to the first report.

The discussions covered issues identified as being particularly pertinent by the current leadership of the University. They had selected the following session topics:

1. University finance;
2. University management;
3. Scientific staff development;
4. Participation in the international research programs;
5. Organization of studies and student affairs;
6. Co-operation with the region;
7. Promotion of the university.

The visit was divided into sessions reflecting the above-mentioned topics. There was, of course, inevitably some overlap between topics of different sessions, e.g. governance problems came into attention when discussing issues of management; when dealing with student affairs, the discussion very quickly led to financial matters, development of infrastructure student halls, subsidized student dining services, etc. Consequently, this report of the Visiting Team reflects these lines of debate from the visit.

At the end of the four-day visit, the Visiting Team presented an oral report to Rector Latajka and his team, outlining its preliminary observations and findings. This written report elaborates on these findings and offers suggestions and advice on a set of issues that, in the opinion of the Visiting Team, emerged as particularly relevant and timely. It should be pointed out that the report is the result of a joint endeavor by the Visiting Team and the University, but the members of the Visiting Team take full responsibility for its content.

The Visiting Team would like to thank in particular Rector Zdzisław Latajka, who was ably assisted by Professor Krzysztof Wójtowicz, Vice Rector for International Relations, and the leadership team. Ms. Jagoda Krasniewska and her extremely able colleagues in the Office for International Relations took care of all organizational details with efficiency and charm. The Visiting Team thanks all members of the University who contributed with their presence and active participation toward a very productive and most enjoyable experience.

II. The University of Wrocław: Governance, Management and Financial Sustainability

At the first meeting with the Rector, Vice Rectors and other members of the University leadership team, the Visiting Team was provided with a brief overview of the main topics of concern at the University of Wrocław. Afterwards, in the course of the visit, many relevant data, figures, facts, and developing trends were presented, in addition to those described in the self-evaluation report.

As is the case at most European universities, the Rector and Vice Rectors at the University of Wrocław are both managerial executives and active academics. This double function has some advantages but it is also very difficult to maintain, especially while undertaking major reforms at the university level. As the role and tasks of rectors become ever more demanding, it seems timely to re-assess this traditional model of academic governance and to undertake serious steps toward enhancing the professional qualifications of staff involved in management at all levels of the institution (in addition to those who are in charge of administration and finance).

The Rector informed the Visiting Team that one of his team's strategic goals is to manage the university in a rational and effective way, with lower costs and better results in regard to the quality of study programs and research outcomes. Furthermore, he indicated the need for the simplification of internal administrative procedures and the reorganization of the administrative structure, with the goal of gradually reducing the number of administrative staff members. These measures are necessary in order to increase the University's overall capacity to deal with a generally unstable budget, the growing number of students (in some disciplines), and the need for a more flexible promotion policy. The Team supports this goal of the University's leadership, and can only stress the fact that in order to deal with these issues, strategic planning will be essential.

The VAP report of 1999 also recommended that the University prepare a strategic plan. The fact that the University did not undertake that suggestion made the discussions on this topic more challenging. This Visiting Team reiterates the original recommendation and encourages the Rector and his team to undertake the elaboration of a *Strategic Plan for the University of Wroclaw*, which would cover at least the next five years.

While the leadership role of the Rector and his team is essential for the elaboration of such a strategic plan, it is not less important to assure the participation of the entire University. In this regard, appropriately formulated and easy-to-follow *Strategic Guidelines* should be developed and adopted by the Senate. In the next phase, it might be appropriate to ask every Faculty Dean to prepare the Faculty strategic plan for a given period of time. It is advisable to implement such a bottom-up direction of preparation in order to minimize potential resistance by university colleagues.

In addition, it might be appropriate to follow certain previously tested procedures concerning the elaboration of the strategic plan, namely to:

- Undertake the analysis of the present conditions and the resultant SWOT analysis (SWOT: S=strength, W=weaknesses, O=opportunities, T=threats);
- Formulate and update the *mission statement* of the University (in this regard a good model is the declaration issued on the occasion of the Tercentenary Jubilee of the University);
- Formulate and discuss principal developmental goals to provide orientation for how the University will see itself after a certain period of time. High standards and goals must be established;
- Formulate measures to implement the *Strategic Plan*.

Considering the difficulties mentioned in the University's self-evaluation report regarding the necessary balance between the need for decentralization and concerns for preservation of the University as integrated entity, and in order to achieve more rational and efficient management, the Visiting Team formulates the following suggestions:

1. Reinforce the capacity of the Rector's Office (coordinated with appropriate changes in organizational structure of the University administration). This will provide better management of the University as the integrated entity. In this context, the creation of an Audit Office located at the Rector's Office is a positive step. It goes without saying that staff of the modernized administration must meet high professional standards. Internal tenders can be posted for such positions, although there might be some unfavorable outcomes since people have not been trained for new jobs in the Central office and might retain the old mentality. Nevertheless, this is less of a problem than having to fire people from the Faculty administration and then find new people. The pay scale must reflect and be correlated to formal qualifications and also the actual performance of the employee.

2. Wherever possible, information technology and software should be installed in order to connect the offices of Faculties and other decentralized units with central units of the University.
3. Mutually acceptable measures should be developed to enhance functional integrity between the central offices and the Faculties. The Faculties should perceive their own actions also in the context of being part of the *universitas* – the University as a unified entity.
4. Encourage cooperation between Faculties in areas such as teaching, organization of studies and transdisciplinary research.
5. It is important to identify the common activities that can unify the Faculties and be beneficial to each (e.g. staff development policy and promotion of teaching staff, new interdisciplinary research and study programs, enrollment policy, the establishment of a university-wide group for the implementation of the Bologna Process, transfer of credits within the University as an integrative process, etc.). Academic staff should have a sense for the entire institution. Some extra funds should be provided for those who work on developing the strategic plan.

It is important that the leadership of the University maintain continuous dialogue with the external stakeholders and partners, at both local and national levels. It is advisable that a good resource pool of competencies and information concerning legal and financial policy developments be available. The very successful celebration for the Tercentenary Jubilee should be used as a continuous model for similar public relations and marketing initiatives.

The limited length of the visit did not allow for detailed discussion of legal and economic conditions, however, the Team recommends that the University consider obtaining bank loans for renovating, buying or building new facilities (teaching facilities, buildings, houses, apartments for young researchers and teachers, equipment, etc.), which would allow the institution to improve conditions for teaching and research.

In the last several years, there has been a continuous growth of the number of students at the University of Wrocław, as has been the case at many other leading Polish higher education institutions. At present, there are approximately 42,000 regular students and 3,500 post-graduate students (less than half of them undertaking doctoral study programs) at the University. More than 55 percent of all students are enrolled in extramural and evening studies, which means that they are fee-paying students. Obviously, the University depends on these fees as an important source of income.

In order to sustain the income from fee-paying students, it is important for the University to undertake a long-term look at its student enrollment policy regarding capacity of its teaching and living facilities as well as the number and quality of its teaching and research staff.

III. Scientific Staff Development and Participation in International Research Programs

At the University of Wroclaw, like in so many other fully developed institutions of higher education, research activity is one of the principal axes of collective responsibility as well as the *raison de être* for individual academic staff members. At present, the University employs some 1,700 full time academic staff, which represents more than 50 percent of the total number of University employees (this does not include a substantial number of part-time teaching personnel). However, no more than 27 percent of academic staff include those considered “university teachers,” representing three professorial-level positions – ordinary (*zwyczajny*), extraordinary (*nadzwyczajny*) and so-called appointed extraordinary (*nadzwyczajny mianowany*), and those also holding a second scientific higher qualification (*habilitacja*). It should be noted that current Polish law on academic titles and qualifications strictly regulates the academic career path. Consequently, higher education institutions have only limited possibilities to promote or hire persons who might possess high research potential but do not have formal qualifications and/or titles.

However, the above-mentioned constraints should not prevent the University from undertaking measures that would stimulate the creation of interdisciplinary research teams (inter-university, local and international) and to include them as a part of the strategic plan. Taking into consideration the particular emphasis on interdisciplinary research themes of principal European research funding mechanisms (especially those provided by the European Union within the Six Framework Program), this would also increase chances for obtaining certain types of research funds.

Financial incentives could be part of the solution, recognizing, of course, the limits imposed by budget constraints. The Rector does have some funds set aside to help stimulate research. From the Team's perspective, the best way to increase the value of these funds is to allocate them through a highly competitive award process, thereby enhancing the grants with recognition, honor, and prestige. The awards should be named and treated in a manner that heightens their importance; “Rector's Awards” or “University Awards” are possible suggestions.

The University should consider phasing out departments that are not viable, perhaps because they lack a sufficient number of high quality academic staff. The material collections held by these departments could be transferred or archived. This paring-down approach would reduce the programmatic options available to students, but it would also free resources toward strengthening other departments. If the University recognizes that it cannot attempt to be, or do, everything for everybody, then it should logically opt for depth over breadth in academic matters, and therefore offer fewer programs but of higher quality.

It is not beyond strategic reach that the University of Wroclaw can become a leading international academic institution in certain number of academic disciplines (not even the top-level universities can claim to be good in all fields of study and research). But in order to reach this objective it is important that such a goal is strategically formulated. In the opinion of the Visiting Team, the plan would include:

- Expanding and intensifying relations, formally and informally, with other universities in Europe and the United States;

- Engaging in more exchanges of knowledge and information, for example, through research and conference participation as well as faculty and student exchanges;
- Making structural changes in the credit-granting system to facilitate the transfer of course credit to and from foreign institutions.

In this regard, the University should also very thoroughly and systematically review an implementation plan for the goals set up under the Bologna Process.

In addition, the University of Wrocław should intensify its efforts in seeking partnership opportunities with national and international corporations, based on the principle of exchanging resources, e.g., obtaining funds to support research or student scholarships, for honor and prestige by, for example, allowing the corporation to associate its name with that of the University.

IV. Organization of Studies and Student Affairs

The Visiting Team had the opportunity to talk with members of student organizations (there are some twenty-three student organizations and associations registered at the University) and Professor Krystyna Gabryjelska, Vice Rector for Teaching Affairs, as well as other academic staff involved in education and student affairs. A particularly persuasive discussion took place when the members of the Visiting Team joined the students at lunch at the student restaurant.

The Team also had the opportunity to visit the Faculty of Chemistry, which seemed particularly appropriate since one member of the Team is a chemist. The discussions with the Dean of this Faculty concentrated on the structure and organization of study programs. One conclusion, based on this and other discussions, is that the University must consider the issues of overlapping curricula between different Faculties. Some coordinated efforts would bring rationalization and better efficiency with regard the use of human resources.

In the context of the on-going adaptation of the degree structure stipulated by the Bologna Process (3 + 2) for Bachelor's and Master's degrees, the University needs to pay more attention to study programs for the first degree. It seems that for promotional/recruitment reasons there is a tendency to require early specialization in the study program at the Bachelor level. It should also be kept in mind that a graduate of the University will have an advantage in the labor market if he/she has broader knowledge, good communication skills and foreign language(s) as well as appropriate learning skills. To quote Albert Einstein: "If a person has learnt to think and to work in an independent way, he will be able to adapt himself to changes more than a person who learnt a specific skill."

It is in this context that the University could consider developing an "extension" curriculum, outside the regular Faculties and departments but in collaboration with them. The extension curriculum could offer short courses for individuals who seek university accreditation in specific areas, rather than traditional degrees. It could also offer tailor-made courses for the employees of large firms as well as professional enhancement, lifelong-learning courses for interested individuals.

These general objectives also require various practical solutions. From the discussions with the students, it appears that they would welcome such measures as would allow them to:

- choose lectures from different Faculties within the same university;
- see more interaction between Faculties;
- borrow books from different Faculty libraries;
- take books out of the libraries and be able to study at home;
- have access to on-line lectures and virtual laboratories;
- enroll in joint Master's programs, in particular the interdisciplinary ones, at the University of Wroclaw, elsewhere in the country, or abroad;
- gain easier access to information about study programs offered by the University.

The students that the Visiting Team met were from different Faculties. They impressed the Team as being intelligent, cultivated and ambitious young people, well informed about developments in Polish society. Some of them had worked abroad during summer vacation in order to supplement their income and they see the advantages of the Poland accession to the European Union. However, they were less well-informed with regard to the Bologna Process and its applicative aspects such as ECTS transfer and accumulation, the Diploma Supplement, etc. In this regard, informational action by the University might be appropriate.

One key factor in the successful integration of the University and its graduates with the European community - and beyond - is a better knowledge of foreign languages. Although it appears that students are making a rapid progress in this area, further efforts in this domain would be appropriate, for example, by organizing study abroad programs in foreign languages at the Master's and Doctoral degree levels.

The students that the Visiting Team met appreciated recent efforts made by the University to improve the conditions of study and student services, such as subsidized canteens and dormitories. Naturally, there are still students who face financial difficulties, and the University should continue to seek opportunities to assist them whenever possible. It would also be appropriate to improve access to the buildings for persons with physical disabilities. The Team acknowledges and endorses the fact that the University has specific plans to remedy that situation in the near future.

The importance of the services provided by the Career Office is generally recognized. What is remarkable is that it is the alumni more than the students who take advantage of such services. It is very likely that there are compelling social reasons for this pattern of usage, but it might be also be appropriate to see how to enhance the offers addressed to currently enrolled students. The University might also consider charging a modest fee to alumni for the use of these services.

The Visiting Team is aware that the current model of enrollment policy (in particular in relation to tuition issues) is unfair and can have long-term detrimental effects to functioning of higher education at the system as well as the institutional level. In this context, the University of Wroclaw has only a limited number of options with regard to developing its own student enrollment strategy. Nevertheless, the Team considers that the University has an appropriate and active approach to these matters and that it will seize opportunities to present its view on the issues.

In spite of certain concerns with regard the academic quality, the Visiting Team supports the development of extramural studies, which are an effective way to respond to the needs of the neighboring community and to changing social and demographic conditions; e.g., increasing numbers of students have jobs and can benefit from part-time enrollment and scheduling flexibility. At the same time, the concerns about quality should be addressed, perhaps by increasing the number of instructional-contact hours. More evening classes and the development of an on-line curriculum would help in this regard and should be discussed in the context of the development of the University's strategic plan.

V. Promotion of the University and Cooperation with the Region

The Visiting Team was impressed by the efforts and positive outcomes with regard to the cultivation of relationships within the region. However, it seems that relations with the City Council of Wroclaw could be enhanced, particularly in view of the important benefits the University brings to the city. The remarkable project of the University Main Library, which the Visiting Team had the opportunity to visit, is a good example of such a contribution.

The Visiting Team was impressed with the quality, professionalism, and entrepreneurial spirit of the operations with regard to the promotion of the University undertaken by the Office for Promotion and its team directed by Professor Adam Chmielewski. It seems that the experience gained in the context of the Tercentenary Jubilee was also a good learning opportunity.

The University could benefit from developing an image that would imprint its identity in the public's mind and provide focus for marketing and recruitment efforts. The elements of that image should reflect the vision that the University has of itself now and will have in the future. Based on what was demonstrated during the visit, it seems appropriate to focus "branding efforts" on a balanced image concentrated on "quality" and the "combination of tradition and modernity."

The Visiting Team was also impressed by the Volunteers Program and by the entrepreneurial spirit that was invested to create it. The volunteers should be given a clear sense of identity, perhaps through distinctive attire. Their pride in being members could be encouraged by giving the Program a name that conveys high importance. A similar program at the University of Michigan-Flint is called "University Ambassadors."

VI. Concluding Observations

The Visiting Team considers that the University of Wroclaw must develop a strategic plan. Such a plan would make clear specific institutional goals, including goals for developing new programmatic offerings, goals for employer compliance with the existing employer survey, goals for faculty productivity, and so on. It is clear that the University has such goals, and that the Rector has taken a key leadership role in articulating them. It should not be difficult to commit these plans to writing to ensure that they are shared and respected by the University community.

An additional suggestion is that the University use an extended self-evaluation report to help explain and demonstrate the need of an effective and innovative strategic plan. The report could, for example, make a comparative analysis of issues both before and after the VAP visit in 1999, and to illustrate how necessary it is to plan for further changes and development at the University. Such a report could also be used as background information for any further programs in international consultation and exchange, such as the Visiting Advisors Program.

Finally, there is no doubt that the University of Wroclaw is making a remarkable progress as an important learning and research organization and that its current leadership will continue to work toward further improvements in its governance, administration, and functioning. It is greatly encouraging that most of the academic community – university teachers, students and administrative staff – will follow and assist the Rector and his team in the efforts to meet this shared challenge. The Visiting Team hopes that the discussions held during the visit and this report might be helpful in this worthwhile endeavor.

Visiting Advisors:

Jan SADLAK (Team Leader) is director of UNESCO-European Centre for Higher Education (UNESCO-CEPES) in Bucharest, Romania. Prior to this appointment, he was chief of the Section for Higher Education Policy and Reform at UNESCO in Paris, France. Dr. Sadlak holds a Ph.D. in educational administration from the State University of New York at Buffalo, USA, and has published extensively on various policy issues in higher education. He has received a number of awards, including honorary doctorate (Doctor Honoris Causa) from the following universities: "Babes-Bolyai" University of Cluj-Napoca, Romania, The State University of Management in Moscow, "Lucian Blaga" University of Sibiu, Romania, and the National Technological University of Ukraine "Kiev Polytechnic Institute." He holds the Gold Medal of the University of Wroclaw. He is a Member Correspondent of the European Academy of Arts, Sciences and Humanities (EAASH), Paris, France. Dr. Sadlak is a member of the Universities Project Advisory Committee for the Salzburg Seminar.



Helena Jasna MENCER has been rector of the University of Zagreb, Croatia since April 2002, where she is a professor in the Faculty of Chemical Engineering and Technology. She was vice rector for science and development at the University from 1994 to 2002. Recently, her interest is directed to the modern trends in universities' development, in particular to academic activities that have to be supported by more rational and effective organizational and financial integrative processes. A Ph.D. graduate of the University of Zagreb in chemical engineering, Dr. Mencer was a fellow at the CNRS, Strasbourg, France and the Catholic University of Leuven, Belgium.



Juan MESTAS is chancellor and professor of foreign languages at the University of Michigan-Flint, where he also serves as chief executive officer. He was previously the deputy chairman for the National Endowment for the Humanities, vice provost and dean of students at Portland State University, and has been a member of the President's Committee on the Arts and the Humanities. Dr. Mestas earned his Ph.D. from the State University of New York at Stony Brook, focusing on Hispanic languages and literature.



Anna GLASS is the coordinator for Central and Eastern Europe, Visiting Advisors Program, Universities Project. She began working at the Salzburg Seminar as a program associate in 1999 and joined the Universities Project in 2000. Originally from Maine, Ms. Glass has lived in Switzerland and France during the course of her studies. She is a graduate of Middlebury College, Vermont, where she studied French, German, and English literature.



Schedule of the Visit:

Time	Topic	Participants	Location
Monday, November 3			
	Team arrives at Wroclaw. University provides transportation to Hotel.		Hotel Campanile
	Welcome Dinner	VAPTeam and Rector Latajka	Hotel Campanile
Tuesday, November 4			
8:00	Team breakfast meeting	VAP Team	Hotel
9:00 – 10:30	Meeting with the Rector, Presentation of the program.	University of Wroclaw Rector's Team	Rector Office Plac Uniwersytecki 1
10:30 – 12:00	Tour of University Faculties	Vice rector Prof.dr Krzysztof Wójtowicz	By car
12:30 – 13:30	Lunch	Prof.K.Wójtowicz	Bar Bazylia
13:30 – 15:00	Finance	see attachment	Senate hall
15:00 – 15:30	Coffee break		
15:30 – 17:00	University Management	See attachment	Senate hall
17:00 – 18:00	Team Debriefing meeting	VAP Team	Hotel
19:00	Dinner	Rector Latajka, VR K Gabryjelska, VR K. Wójtowicz	Casablanca Restaurant Wlodkowica street
Wednesday, November 5			
9:00 – 11:00	Scientific Research Staff Development	See attachment	Senate hall
11:00 – 11:30	Coffee break		
11:30 – 13:00	Scientific Research Staff Development - continued		Senate hall
13:00 – 14:45	Lunch	J.Krasniewska and B.Skalacka STUDENTS	Bar Bazylia
15:00 – 16:30	Research-Participation in International Programs	See attachment	Senate hall
16:30 – 16:45	Coffee break		
16:45 – 17:45	Students, education and affairs	See attachment	Senate hall
18:00 – 19:00	Team Debriefing meeting	VAP Team	Hotel
19:30	Dinner	Rector Latajka, VR K.Gabryjelska, Prof.P.Sobota and J.Glinski	Castle Wojnowice
Thursday, November 6			
9:00 – 11:00	Cooperation with the Region	See attachment	Senate hall
11:00 – 11:30	Coffee break		
11:30 – 12:30	Promotion of the University	See attachment	Senate hall
12:30 – 13:30	Lunch		
13:30 – 15:30	Preparation of the Report	VAP Team	Hotel
16:00 – 17:30	Presentation of the Report to the Rector	Rector's Team	Rector's Office
	Jan Sadlak departs		
19:30	Farewell Dinner	VAP Team and all Rector's Team	Jatka restaurant Kielbasnicza Street

THE UNIVERSITIES PROJECT OF THE SALZBURG SEMINAR

Universities throughout the world are undergoing systemic changes in their governance, academic design, structure, and mission. From 1998 to 2003, the Salzburg Seminar's Universities Project focused on higher education reform in Central and East Europe, Russia, and the Newly Independent States as universities in these regions redefined their relationships with governments and try to become more integrated into the global intellectual community.

The Universities Project was a multi-year series of conferences and symposia convening senior representatives of higher education from the designated regions with their counterparts from North America and West Europe. Discussion in the Project's programs focused on the following themes:

- University Administration and Finance
- Academic Structure and Governance within the University
- Meeting Students' Needs, and the Role of Students in Institutional Affairs
- Technology in Higher Education
- The University and Civil Society

OBJECTIVES

Universities and other institutions of higher learning are seeking to reshape themselves in ways that will prepare them more fully for the twenty-first century. Even as these institutions are considering extensive systemic changes in their academic design, structure, and mission, all desire autonomy in governance and in their intellectual life. Accordingly, the Universities Project aimed to promote the higher education reform process by inviting senior administrators to participate in conferences and symposia concerning issues of university management, administration, finance, and governance.

THE VISITING ADVISORS PROGRAM (VAP)

The Salzburg Seminar launched this enhanced aspect of the Universities Project in the autumn of 1998. Under this program, teams of university presidents and higher education experts visit universities in Central and East Europe and Russia at the host institutions' request to assist in the process of institutional self-assessment and change. By the end of 2003, more than sixty VAP visits will have taken place at universities in Central and East Europe and in Russia. The addition of the Visiting Advisors Program brought to the Universities Project an applied aspect and served to enhance institutional and personal relationships begun in Salzburg.

The Salzburg Seminar acknowledges with gratitude the William and Flora Hewlett Foundation and the W.K. Kellogg Foundation, which provided funding for the Universities Project and the Visiting Advisors Program respectively.

FOR MORE INFORMATION

For more information regarding the Salzburg Seminar's Visiting Advisors Program, the Universities Project, and Salzburg Seminar programs, please contact one of the Seminar's offices below.

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